

**U.S. Agency for International Development
Data Administration and Technical Advisory
(DATA) Board
Subcommittee of the Management Operations Council**

CHARTER

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Document Change History

This document is subject to an annual review and update by the Management Operations Council (MOC) as needed in accordance with changes in compliance, technology, or governance. Changes, beginning with document creation, are as follows:

Change #	Date	Version #	Description of Change
1	August 15, 2019	1	Initial version of document.
2	September 5, 2019	2	Update references and voting procedures
3	September 17, 2019	3	Update voting membership
4	November 14, 2019	4	Updated objective, authorities, scope, and membership based on MOC feedback
5	November 29, 2019	5	Formatting for MOC review and vote
6	December 5, 2019	6	Version approved by MOC. Removed highlights from November 29 version.
7	September 24, 2021	7	Updated Voting Members per USAID Re-Organization. Added all Regional Bureaus as voting members.
8	November 23, 2021	8	Version approved by DATA Board. Administrative changes only, highlighted in yellow.

CHARTER

Data Administration and Technical Advisory (DATA) Board

1. BACKGROUND

The U.S. Agency for International Development (USAID) has long taken a data-informed approach to improve the lives of some of the world’s most-vulnerable people. As such, the Agency recognizes that the growing velocity, volume, and variety of data present new opportunities to generate improved insights that can enhance measurable development outcomes. For the first time in history, USAID, its partners, and the general public have tools, technologies, and approaches capable of using these data to reduce extreme poverty; improve humanitarian assistance; and foster democratic, self-reliant societies around the world.

Making effective use of these data at USAID requires a serious investment in leadership and governance, specifically, a structure that includes dedicated experts with sufficient authority over key data assets and resources to inform the Agency’s data-related policies and priorities. The need to bolster data-leadership across the U.S. Government (USG) is also a key tenant of the [Foundations for Evidence-Based Policymaking Act](#) (“Evidence Act,” Public Law 115-435) signed into law by President Trump on January 14, 2019 and subsequent guidance from the Office of Management and Budget (OMB) in Memoranda [M-19-18](#) and [M-19-23](#). OMB Memorandum M-19-23 mandates the following:

[T]he heads of each agency must establish an agency Data Governance Body, to be chaired by the Chief Data Officer, with participation from relevant senior-level staff in agency business units, data functions, and financial management.

2. CHARTER PURPOSE

The purpose of this charter is to establish the **Data-Administration and Technical Advisory (DATA) Board** as a Sub-Committee of the Management Operations Council (MOC), and to set forth the scope, membership, and operating procedures of the Board.

3. OBJECTIVE OF THE DATA BOARD

The objective of the DATA Board is for the MOC, the Chief Information Officer, and the Chief Data Officer (CDO) to seek input from the Agency’s Operating Units regarding priorities and best practices to inform data-related strategy, policy, or standard operating procedures to support the Agency’s objectives. The DATA Board establishes the overarching governance and management of data at USAID to serve overseas and headquarters operating units, in order to enhance their day-to-day work involving data. In addition, the CDO will leverage the DATA Board to gather input from across the agency to fulfill the CDO’s responsibilities under the Evidence Act, OMB implementing guidance for the [Evidence Act](#), and the Agency’s responsibilities under the [Federal Data Strategy](#), [Digital Accountability and Transparency Act \(“DATA Act”\)](#), [Foreign Aid Transparency and Accountability Act](#), and the [Geospatial Data Act](#).

4. AUTHORITY FOR THE ESTABLISHMENT OF THE DATA BOARD

OMB Memorandum M-19-23 grants “the head of each agency” the authority “to establish an agency data governance body, to be chaired by the Chief Data Officer, with participation from relevant senior-level staff in agency business units,” in keeping with the Evidence Act. Authorities for the activities of the Board include the Evidence Act and Federal Data Strategy (OMB Memorandum M-19-18).

5. SCOPE OF ACTIVITIES

According to the Evidence Act (P.L. 115-435), the Chief Data Officer (CDO) is “responsible for lifecycle data management,” and shall “coordinate with any official in the agency responsible for using, protecting, disseminating, and generating data to ensure that the data needs of the agency are met.”¹ The DATA Board serves as the primary venue by which the CDO fulfills this coordination function to “set and enforce priorities for managing data as a strategic asset” in service of USAID’s mission, and provides input into the CDO’s fulfillment of statutory functions under the Evidence Act and the Agency’s responsibilities under the Federal Data Strategy.² Per OMB M-19-23 the DATA Board maintains authority over the management of and access to key data assets, including roles for developing, overseeing, and coordinating data management policy and resource allocation.

¹ [Foundations for Evidence-Based Policymaking Act](#), section 3520 (c)(2) of the United States Code, Public Law 115-435.

² See OMB M-19-23, p. 20, “Effective implementation of data governance therefore requires a data governance body that, at a minimum [...] coordinates implementation of the Federal Data Strategy by assessing data maturity, risks, and capabilities to recommend related data investment priorities.”

At a minimum, the DATA Board is responsible for the following:³

- a. Supporting the Agency’s priorities, such as those identified in strategic plans and learning agendas and identifying resources to implement these priorities;⁴
- b. Coordinating and supporting the implementation of data-management responsibilities with the Agency’s data-management actors to strengthen strategic plans and learning agendas
- c. Making recommendations for Agency-wide budgeting allocations regarding data;⁵
- d. Informing the USAID Information *Resource-Management (IRM) Strategic Plan*, sometimes referred to as the *IT Strategic Plan (ITSP)*;⁶
- e. Informing data-management strategy, policy, procedures, standards, and controls in a manner that complements, but does not supplant, the statutory authority of the Chief Information Officer and other established positions;⁷
- f. Coordinating USAID’s implementation of the *Federal Data Strategy* by assessing data maturity, risks, and capabilities to recommend related priorities for investment in data;⁸
- g. Ensuring legal and regulatory compliance with data-related legislation and Federal mandates;⁹
- h. Convening working groups to deliver recommendations for consideration by the DATA Board and MOC; and
- i. Coordinating with other USAID governance structures (*e.g.*, the Privacy Council, the Research Council, the Risk-Management Council, Hiring, the Review and Reassignment Board, *etc.*) as required.¹⁰

The DATA Board will inform strategy, policy, procedures, standards, and controls across the data lifecycle. The DATA Board will promote Agency-wide collaboration on a variety of topics spanning the data lifecycle, which may include, but are not necessarily limited to:¹¹

³ (OMB Memorandum M-19-23, p. 20). The Scope of Activities comes from paragraph 2 of M-19-23, of the Purpose Section, which defines the minimum expectations of the Board.

⁴ *Id.* at p. 20, *bullet #1*.

⁵ *Id.* at p. 20, *bullet #2*.

⁶ *Id.* at p. 20, *bullet #1*.

⁷ *Id.* at p. 20, *bullet #3*.

⁸ *Id.* at p. 20, *bullet #4*.

⁹ *Id.* at p. 24, see Lifecycle Data-Management Responsibilities Section, *bullet #5*.

¹⁰ Evidence Act § 3520 (c)(2).

¹¹ See M-19-23, pp. 20 and 21, “{D}ata Governance Body should include appropriate senior-level staff and technical experts needed to discuss and set policy on a range of data and data-related topics.” *The Chief Data Officer provides, among other things, data lifecycle management {, which} involves establishing effective procedures, standards, and controls to ensure quality, accuracy, access, and protection of data{.}”*

- j. Analytics and Visualization of Data;¹²
- k. Data Requirements to Bolster Research Capacity and Priorities;¹³
- l. Data-Related Ethics, Risk Assessment, and Mitigation.¹⁴
- m. Data Training and Capacity-Building;¹⁵
- n. Development and Curation of Digital Repositories;¹⁶
- o. Enterprise and Official Performance Reporting;¹⁷
- p. Innovation, Protection, and Usage of Data with Emerging Technologies;¹⁸
- q. Intellectual-Property Rights for Data;¹⁹

¹² See M-19-18, p. 2-3, see “Principles,” “Conscious Design,” *Bullet #7, “Demonstrate Responsiveness: Improve data collection, analysis, and dissemination with ongoing input from users and stakeholders.”*

¹³ See M-19-18, p. 2, “Principles,” “Conscious Design,” *Bullet #5, “Harness Existing Data: Identify data needs to inform priority research and policy questions; reuse data if possible and acquire additional data if needed.”* Also see M-19-23, p. 36, “*The Capacity Assessment will provide senior officials with information needed to fulfill the Evidence Act’s intent to improve the agency’s ability to support the development and use of evaluation, coordinate and increase technical expertise available for evaluation and related research activities within the agency, and improve the quality of evaluations and knowledge of evaluation methodology and standards.*”

¹⁴ See M-19-18, p. 2, “Principles,” “Ethical Governance,” *Bullet #1, “Uphold Ethics: Monitor and assess the implications of federal data practices for the public. Design checks and balances to protect and serve the public good,”* *Id.* at p.7, “Practices,” “Promoting Efficient and Appropriate Data Use,” *Bullet #35, “Review Data Releases for Disclosure Risk: Review federal data releases to the public to assess and minimize the risk of re-identification, consistent with applicable laws and policies, and publish reviews to promote transparency and public trust.”*

¹⁵ See M-19-18, p. 5, “Practices,” “Governing, Managing, and Protecting Data,” “Data governance and management also allow agencies to assess data quality and the agency’s capacity to acquire, manage, protect and use data to address mission priorities, as well as to prioritize data investments;” *Id.* at p.6, *Bullet #27, “Increase Capacity for Data Management and Analysis: Educate and empower the federal workforce by investing in training, tools, communities, and other opportunities to expand capacity for critical data-related activities such as. analysis and evaluation, data management, and privacy protection.”* See also M-19-23, p.35, “*The Evidence Act is clear that agencies should enhance their capacity to build and use evidence.*”

¹⁶ See M-19-18, p. 5, “Practices,” “Governing, Managing, and Protecting Data,” *Bullet #19, “Maintain Data Documentation: Store up-to-date and comprehensive data documentation in accessible repositories to facilitate use and document quality, utility, and provenance in support of informing key agency questions and meeting stakeholder needs.”*

¹⁷ See M-19-23, p. 23, “[T]he CDO’s convening and coordination functions shall include [...] [s]upporting the agency’s learning agenda by coordinating data access and management activities that support evidence building, including evaluation, performance reporting, and the analysis of regulations;”

¹⁸ *Id.* at p. 5, *Bullet #13, “Protect Data Integrity: Emphasize state-of-the-art data security as part of Information Technology security practices for every system that is refreshed, architected, or replaced to address current and emerging threats; foster innovation and leverage new technologies to maintain protection.”* *Id.* at p. 6, “*Use of data resources includes practices related to data documentation, emerging technologies for protecting confidential data, and federal data expertise.*”

¹⁹ See M-19-18, p. 7, see “Practices,” “Promoting Efficient and Appropriate Data Use,” *Bullet #31, “Explicitly Communicate Allowable Use: Regularly employ descriptive metadata that provides clarity about access and use restrictions for federal data, explicitly recognizes and safeguards applicable intellectual property rights, conveys attribution as needed, and optimizes potential. value to stakeholders to maximize appropriate legal use.”*

- r. Legal and Regulatory Compliance;²⁰
- s. Lifecycle Data Management in support of USAID’s Learning Agenda and Program Cycle;²¹
- t. Sharing and Publication of Data;²²
- u. Standards for Data and Metadata;²³

²⁰ See M-19-18, p. 4, see “Practices,” “Building a Culture that Values Data and Promotes Public Use,” Bullet #7, “Use Data to Increase Accountability: Align operational and regulatory data inputs with performance measures and other outputs to help the public to understand the results of federal investments and to support informed decision-making and rule-making.” Also see M-19-23, p. 24, “[T]he CDO’s convening and coordination functions shall include [...] [e]nsuring that, to the extent practicable, the agency maximizes its use of data, including for the production of evidence, including regulatory analyses, cybersecurity, and the improvement of agency operations;”

²¹ See M-19-18, p. 4, “Practices,” “Building a Culture that Values Data and Promotes Public Use,” Bullet #1, “Identify Data Needs to Answer Key Agency Questions: Use the learning agenda process to identify and prioritize the agency’s key questions and the data needed to answer them.”

²² Id. at p. 4, Bullet #5, “Prepare to Share: Assess and proactively address the procedural, regulatory, legal, and cultural barriers to sharing data within and across federal agencies, as well as with external partners.” Also see M-19-23, p. 24, “The second major area of responsibility for a Chief Data Officer is the agency’s lifecycle data management, including [...] [m]anaging the agency’s data assets, including the standardization of data format, sharing of data assets, and publication of data assets in accordance with applicable law.”

²³ See M-19-18, p. 5, “Practices,” “Governing, Managing, and Protecting Data,” Bullet #20, “Leverage Data Standards: Adopt or adapt, create as needed, and implement data standards within relevant communities of interest to maximize data quality and facilitate use, access, sharing, and interoperability.” Id. at p. 6, “Data augmentation includes practices related to data quality, metadata standards, and secure data linkage.” Also see M-19-23, p. 21, “Successful data management must account for every stage of the data lifecycle. Among other things, it involves establishing effective procedures, standards, and controls to ensure quality, accuracy, access, and protection of data, as well as managing information technology and information security.”

6. MEMBERSHIP

Effective governance of data requires a body that includes members with sufficient decision-making authority related to the management and resource-allocations to ensure the proper support for sound policy, strategic plans, and other high-level priorities. As such, USAID’s DATA Board shall comprise members as follows:

Ex-Officio Voting Members:²⁴

- **Chair:** Chief Data Officer
- **Deputy Chair:** Chief Technology Officer²⁵
- Chief Financial Officer
- Evaluation Officer
- Performance Improvement Officer
- Senior Agency Official for Privacy
- Statistical Official
- [USAID Geographer](#)

Organizational Voting Members:^{26 27}

Organizational voting members should have positions of sufficient authority to make or communicate decisions on behalf of their Bureaus or Independent Offices:

- Bureau for Management Office of the Chief Information Officer;
- Bureau for Management Office of Acquisition and Assistance;
- Bureau for Management Office of Management Services;
- Bureau for Humanitarian Assistance;
- Bureau for Policy, Planning, and Learning;
- Bureau for Democracy, Development, and Innovation;
- Bureau for Resilience and Food Security;
- Bureau for Global Health;
- Bureau for Conflict Prevention and Stabilization;
- Office of Human Capital and Talent-Management;
- Office of Security;
- Office of the General Counsel;

²⁴ M-19-23, p. 20, para.2.

²⁵ The Deputy Chair shall only attend and act as the Chair if the Chair cannot attend. Similarly, the Deputy Chair will only cast a vote when acting in place of the Chair. Otherwise, the Deputy Chair shall not have a voting role.

²⁶ *Id.*, pp. 20-21.

²⁷ *Id.*, p. 21: “The makeup of the agency’s Data Governance Body should be driven by the agency’s needs and structure.”

- Office of Budget and Resource Management
- Regional Bureaus (each as a separate voting member):
 - Bureau for Africa
 - Bureau for Asia
 - Bureau for Europe and Eurasia
 - Bureau for Middle East
 - Bureau for Latin America and the Caribbean

Each Bureau or Independent Office not included above shall serve as a non-voting member and have the right to attend any meeting of the DATA Board.

The Chief Data Officer may propose amendments to the membership of the DATA Board, which will be confirmed by a majority vote of the existing members of the board.

7. SECRETARIAT

The Chief Data Officer shall supply at least one support staff person to lead the DATA Board Secretariat, potentially supplemented by staff from other members of the board. The Secretariat shall provide broad support functions for the DATA Board, including but not limited to the following:

- Maintain and update the official roster of membership of the DATA Board;
- Gather discussion topics and distribute agendas and related materials prior to meetings of the DATA Board;
- Compile, distribute, and post minutes of the meetings of the DATA Board;
- Document and follow up on action items until closure;
- Facilitate the logistics of meetings of the DATA Board to include booking rooms and providing computer, audio, visual, and teleconference support; and
- Maintain an archive of agendas, minutes, decisions, and related materials.

8. VOTING AND DECISION MAKING

The DATA Board will settle most issues by consensus, as facilitated by the Chair. Matters that cannot be decided by consensus shall require a vote, according to the following procedures:

- Quorum: Attendance by one half (10) of all ex-officio and organizational voting members (total = 20) shall constitute a Quorum of the Board.

- Members may deliver their vote in person, or alternate means, including via teleconference; by proxy; or via email.
- The Chair or any voting member of the Board may call a vote.
- *Vote per Ex-Officio Voting Member:* Other than the Chair, each ex-officio voting member has only one vote. The Chair only votes to break a tie vote.
- *Vote per Organizational Voting Member:* Each organizational voting member may cast one vote for each motion before the Board; a voting member may cast more than one duly registered proxy vote on behalf of other members who are absent from a meeting.
- *Non-voting members.* Non-voting members do not have voting privileges. The head of the Secretariat is a non-voting member. The Chair only votes to break a tie vote.
- A majority of voting members present and constituting a quorum must vote in favor of a motion for it to carry. Otherwise, the motion or other matter for consideration shall fail.
- *Tie Votes.* In the event of a tie vote, the Chair shall break the tie.
- *Proxy voting.* An *ex-officio* member may designate a proxy to represent the voting interest of his or her organization. A voting Board member who is unable to attend a meeting may give his or her proxy vote to a voting member who will be in attendance. The voting Board member must send to the Chair of the Board a written request in advance of the meeting to assign the proxy. Upon request by the Chair, a proxy vote shall include an explanation of the member's position on the topic.
- *E-mail voting.* At the discretion of the Chair, the board may conduct an electronic vote via email between scheduled meetings.

The MOC will oversee the Board and review significant recommendations regarding strategy, policy, and resource allocation.

9. MEETINGS

The DATA Board will meet no less than annually and on an as-needed basis to address issues deemed pertinent by the Chair or by the voting members. The following guidelines shall apply to the meetings of the DATA Board:

- The Secretariat will issue a call for agenda items twice a year, but may accept agenda items as voting members suggest them.
- The DATA Board will generally meet at USAID/Washington headquarters or Annex building unless otherwise announced;
- Meetings of the DATA Board will accommodate remote attendance via dial-in and/or screen-share;
- The Chair shall endeavor to provide at least 72 hours' notice for meetings;
- The Secretariat shall endeavor to distribute agendas of meetings of the DATA Board, not less than 24 hours prior to a meeting;

- The Secretariat shall endeavor to prepare and disseminate within three business days following a meeting of the DATA Board written minutes and a concise summary of decisions or voting results, action items, with responsible parties and due dates;
- As agreed upon by the Chair and the leadership of the MOC, the Secretariat will provide reports of DATA Board business to the MOC; and
- Voting members must attend all meetings of the DATA Board and/or send a representative with sufficient authority to act on behalf of their organization.

10.CHARTER MAINTENANCE AND MODIFICATION

The DATA Board is authorized to make administrative updates to this Charter on an as-needed basis, in writing. This includes, but is not necessarily limited to, adding or updating governance procedures, amending membership, or updating membership to accommodate Agency reorganization. Any changes to the Charter must receive support of a majority of voting members of the Board in a formal recorded vote. Significant updates to the Scope of Activities shall require approval of the MOC.